

Application for Senior Executive Service Candidate Development Program
Environmental Protection Agency
EPA-Exec-2017-0004
November 2016

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HIGHLIGHTS

- Strong leadership, science, policy, and communication skills developed over 15 years of senior level positions at the U.S. Environmental Protection Agency (EPA).
- Experience resolving complex and controversial scientific and policy issues, developing innovative approaches and making difficult decisions.
- Demonstrated management, organizational and business planning skills. Experience developing and implementing strategic plans and managing resources across multiple goals targeted for annual, short-term and long-term outlooks.
- Considerable experience negotiating and collaborating internally and externally with industry and advocacy stakeholders and federal, state and international partners.
- Excellent communication skills reflected in numerous presentations at government, international and public forums and through press and Congressional communications.
- Actively nurture staff development directed toward individual aspirations, as well as organizational goals by maximizing work assignments from an action learning perspective, supporting developmental opportunities and mentoring staff. Maintained focus on diversity in workforce planning, hiring and promotional opportunities.
- Committed to retaining a motivated workforce through opportunity, recognition, high expectations, accountability and by promptly addressing personnel issues and conflict.
- Experience in all steps of budget cycle from presentation of detailed justifications for fiscal year resource needs linked to organizational priorities; through resource receipt and allocation; and culminating in resource tracking and performance accountability. Handled change in years following significant resource cuts by realigning priorities and spending and leveraging human capital resources.
- Author and co-author of scientific posters, articles and book chapters.

SUPERVISORY LEADERSHIP POSITIONS

Acting Deputy Director, Office of Ground Water & Drinking Water (SES) (Nov 2016 – Present) **Office of Water, Environmental Protection Agency, Washington, DC**

- Responsible for assisting the Director in all aspects of national management of drinking water protection, underground injection and water security programs.
- Guides the planning, programming, management, direction and control of the office.
- Provides leadership to 185 employees and responsible for annual budget of \$60M.
- Directs the establishment and implementation of policies, regulations and programs to ensure Americans receive safe drinking water.

Acting Director, Antimicrobials Division (SES) (Oct 2014 – Sept 2015) **Office of Pesticide Programs, Environmental Protection Agency, Washington, DC**

- Advanced Federal response to emerging and hazardous pathogens through collaboration across EPA and with the Centers for Disease Control and Prevention (CDC), the Food and Drug Administration (FDA) and the Department of Agriculture (USDA). Led pesticide response to anthrax contamination of federal laboratories, the enterovirus

D68 pediatric outbreak, *Clostridium difficile* veteran deaths and the outbreaks of highly pathogenic avian influenza on farms across the country. Organized federal stakeholder workshop with healthcare organizations and antimicrobial industry to explore using microbial hierarchies to facilitate pathogen response. Received *USEPA Gold Medal* for cross-agency collaboration and coordination with CDC in response to Ebola incidents.

- Led coordination with EPA's Office of Water (OW) and FDA to respond to a joint petition from multiple consumer, public health and environmental advocacy organizations to ban triclosan. Cooperated with Health Canada with the goal of harmonizing science and policy approaches related to triclosan.
- Led resolution of two lawsuits; successfully negotiated settlement agreement with chemical industry to conclude 19 months of litigation over regulations and quickly issued petition response to conclude lawsuit on nanomaterials in just three months.
- Responded to multiple Congressional inquiries, in writing and in person, on novel technologies and provided technical assistance on draft legislation.

Deputy Director, Antimicrobials Division (GS-15)

(2010 – Present)

Office of Pesticide Programs, Environmental Protection Agency, Washington, DC

- Assists the Director in managing a staff of over 60 people in the application and interpretation of multiple statutes to assess and regulate antimicrobial pesticides.
- Serves as Chair, Organization for Economic Co-operation and Development (OECD) Working Group on Biocides. In partnership with regulated industry, developed US work share proposal and advocated for harmonized methods to reduce global trade barriers.
- Executes Antimicrobial Testing Program to ensure efficacy in connection with enforcement units and industry. Redirected internal responsibilities to create a new business process. Key member of program audits and management effectiveness LEAN review. Led the design of vision and change strategy to modernize the program. Managed OIG audit of the program concluding with a result in-line with the vision.
- Led first approval of a nanopesticide by resolving challenging science and policy issues.
- Advances agency 21st century science initiatives by leading efforts to bring new and innovative methods into testing and assessment programs. Leads development of new guidance and policies aimed at reducing animal testing as Co-Chair Science Policy Council, comprised of senior scientists and regulatory staff. Promotes initiatives externally through domestic and international collaboration including as Chair of Pesticide Advisory Committee 21st Century Strategies workgroup. Achieved validation of strategy through leadership of Science Advisory Panel consultation.
- Improved the quality of science evaluations and established new processes and efficiencies through change management actions.
- Key role in improving morale and work quality of the division by establishing the first true division work plans, setting new clear performance standards and expectations, addressing poor performers, hiring new managers and staff, recognizing achievements and empowering staff to create a dynamic functioning workplace.
- Collaborates with peers to make corporate decisions on resource planning and needs assessments. Successfully achieved program objectives even under resource constraints

by leveraging human capital resources as well as partnerships both within and outside the organization. Managed the effects of the shutdown, sequester cuts and furloughs by supporting staff, realigning work and providing clear priorities and expectations to staff.

Chief, Policy & Regulatory Services Branch (GS-15) (2007 – 2010)

Office of Pesticide Programs, Environmental Protection Agency, Washington, DC

- Led collaborative development of multiple proposed and final pesticide policies and regulations including data requirements for antimicrobial, conventional, microbial and biochemical pesticide products, nanotechnology, GMO crops, product performance requirements for invertebrate pesticide products, reconsideration of 25b exemption and crop grouping. Throughout, led resolution of comments from the Office of Management and Budget, advocacy organizations and industry, including small businesses. Received *OPP Bronze Medal Awards* for final rules.
- Leadership on public health risk reduction and communication initiative for repellent efficacy, including leading the development of a repellent strategy, collaborating with EPA's Office of the Science Advisor and other federal agencies (CDC, FDA, USDA, Department of Defense, Consumer Product Safety Commission, National Institutes of Health), outreach to industry and stakeholders, and internal coordination across the office to resolve science issues and set direction.
- Led the development of the EPA webpage on insect repellent efficacy to allow consumers to make informed risk management decisions to protect their health and that of their children. Received an *OPP Communications Honor Award* for this effort.
- Led coordination of multiple program audits by the U.S. Government Accountability Office and EPA's Office of Inspector General.
- Collaborates with EPA's Office of Research and Development to develop and implement EPA's Chemical Safety for Sustainability research program and ensure OPP research needs are met through initiatives such as program scientist-researcher workshops.
- Improved employee satisfaction through team based initiative to develop a new staff training curriculum spanning 10 weeks. The team received an *OPP Human Resources Honor Award* for this effort.

Chief, Standards and Risk Reduction Branch (GS-15) (2001 – 2007)

Office of Ground Water & Drinking Water, Environmental Protection Agency, Washington, DC

- Led development and promulgation of three high priority national drinking water regulations mandated by the Safe Drinking Water Act. Responsible for decisions and results in developing multiple risk, cost and benefit supporting analyses involving complex and controversial science and policy issues. Lead role in precedent-setting Regulatory Negotiation through leadership of the Chemical Technical Work Group comprised of members from diverse stakeholder groups. Successfully published rules by deadlines to satisfy litigation/settlement agreements by facilitating coordination with other offices and quickly resolving difficulties raised by those offices, stakeholders and OMB. Maintained staff momentum to produce quality regulations under tight deadlines by focusing on morale and modeling resilience in a rapidly changing environment.

- Initiated development of innovative health based performance measure to demonstrate program outcomes in collaboration with CDC.
- Member of Risk Assessment Forum Workgroup to develop and conduct agency workforce development training on genomics. Received an *ORD Bronze Medal Award*.
- Collaborated with ORD to develop and implement a novel drinking water research plan, which became a model for future plans.
- Co-editor and contributing author of ICR Data Analysis book, a compilation of scientific and technical papers detailing the analyses of the Technical Work Group.
- Managed \$3 million budgets, including allocations to grants and contracts, according to organizational operating plans. Demonstrated leadership in establishing corporate approach to resource planning.
- Supervised up to 24 diverse scientific, technical, and administrative staff, including supervisory associate branch chief. Actively participated on the Office of Water Recruitment Council. Led workgroup on resources for supervisors. Received *OW Bronze Medal Award* for this effort.

EXECUTIVE CORE QUALIFICATIONS

Leading Change

As a Branch Chief and later, Deputy Division Director, in the Office of Pesticide Programs (OPP) I led cross-cutting efforts to bring new 21st century science and consistent assessment approaches into the program. For decades, pesticide assessments have relied on lengthy, expensive studies using hundreds of animals. Furthermore, the tight assessment deadlines and separate divisional roles had resulted in inconsistencies.

- I co-established (2009) and co-led OPP's Science Policy Council, comprised of senior scientists and policy makers from each division to enhance consistency in our assessments and transition new science into the program.
- Developed OPP's 21st century vision and strategic plan and facilitated pilot projects on adopting new, alternative testing methods.
- Collaborated across OPP and with other offices to develop multiple policies and guidances to ensure consistency and implement the vision.
- Co-led a peer review consultation with the Scientific Advisory Panel to evaluate the scientific quality of the strategy, which was commended.
- Chaired (2012 – 2016) the Federal Advisory Pesticide Program Dialogue Committee 21st Century Workgroup, comprised of federal and state agencies, environmental and public health and animal rights groups and industry.
- Led the Advisory Committee workgroup to identify critical stakeholder issues and recommend achievable advances in adopting new 21st century tools and methods.
- Collaborated with federal partners, industry and nongovernmental organizations to develop workshops to broaden and strengthen stakeholder dialogue.
- Initiated and led joint U.S.-Canada project to develop international guidance.

- Co-lead OPP team working with federal and international partners to evaluate and adopt alternative, non-animal test methods for acute toxicity studies.
- OPP's Science Policy Council strengthened organizational consistency. Senior managers and staff praised the council as a venue for coordinating difficult science issues, addressing inconsistencies and effecting change. Subsequent groups were modeled on the council.
- My leadership of the stakeholder workgroup and the dialogue prompted by the stakeholder workshops engendered external buy-in to using new alternative methods and approaches to pesticide assessment.
- OPP annually receives over 500 sets of six acute toxicity studies, and over 50 animals are used for a complete set of studies. New policies reduce the number of studies conducted by 200-300 each year, which increases programmatic efficiency and consistency, saves 2,500 or more animal lives every year and reduces testing burden on industry thereby saving resources and time.

Leading People

When I arrived at my position as a Branch Chief in the Office of Pesticide Programs (OPP), programmatic regulations were decades old and inconsistent with statutory mandates and current practice. The majority of the staff were inexperienced in the agency's rule making process and worked separately on discrete projects. I realized that I needed to set goals and reshape the organization in order to finalize high quality rules.

- I led staff to develop branch goals and objectives for completing the regulations. I set expectations for developing and implementing workplans identifying milestones and critical partners for each regulatory project.
- I shifted responsibilities to better match individual strengths with assignments and cross-trained staff to form teams so that we had depth and cooperation built into each critical activity.
- I challenged staff rethink their roles using a customer service model because I recognized that regulation development was viewed as a low priority by critical partners. I established customer service performance standards and worked with my staff to approach partners from a customer service perspective, streamlining our coordination and promoting the direct benefits of the actions to the program.
- To increase the level of experience in the branch, I nurtured professional growth by supporting developmental opportunities. I paired less experienced people with highly skilled staff and encouraged mentors. I also directed first-time leadership positions and challenging assignments toward newer staff to spur development, improve organizational performance, and increase job satisfaction. I supported training opportunities and details for my employees as a way to develop new skills, gain broader perspectives, and explore their long-term career goals.
- When conflict threatened to render one of our multi-divisional rule workgroups inoperable, I collaborated with my peers to provide multiple increasing interventions, including facilitation. Additionally, I mentored the team leader to recognize and leverage the differences in style and opinion in the group to enable the full examination of

technical and policy issues that would result in a quality rule. Ultimately, the team processes and dynamics improved and the team successfully developed policy options for a proposed rule.

- My transformed, team-oriented and newly skilled branch accomplished more rulemaking than ever before. In just three years we produced two final data rules for conventional agricultural pesticides and microbial and biochemical pesticides, which were recognized with *OPP Bronze Medal Awards*, a final crop grouping rule and a proposed rule for antimicrobial pesticides.
- The rules we promulgated provide consistency and transparency on the data needs to support a pesticide registration, which enables more efficient and less contentious interactions between the agency and industry.
- The skill set of each staff member broadened and their level of competency increased. Staff personal development combined with the new collaborative working model resulted in improved morale and job satisfaction within the branch.

Results Driven

As a Branch Chief in the pesticides program, I led an initiative to protect public health from serious diseases transmitted by mosquitoes and ticks, such as West Nile and Lyme. These diseases are increasing in prevalence and repellents are a critical public health tool. Internally, responsibility for making registration decisions for repellent products was split across divisions, resulting in conflicting policies. My strategy was to align programmatic direction and to create a focus on public education on repellent effectiveness.

- I led the collaborative development of a unified office repellent strategy balancing each division's disparate objectives and views. I built alliances across the office to resolve issues, set direction, and gain support.
- I collaborated across offices within EPA and with federal partners. The partnership I initiated with EPA's Office of the Science Advisor resulted in a quarter of a million dollars of support towards the strategy. Cooperation with the Federal Pesticide Public Health Consortium comprised of six other federal agencies led to a Memorandum of Understanding with the US Department of Agriculture to develop test methods and exchange efficacy data.
- Leveraging and consulting external partners enabled our success. To advance public education, I led my staff to approach a major consumer magazine and helped to develop an efficacy study the results of which were eventually issued in the publication.
- Industry resistance initially hindered my plan for a website designed to give repellent efficacy information to the public. Recognizing the need to act quickly, I led my staff to garner support from critical public health stakeholders and conferred with individual companies to elucidate and address their concerns.
- I also led the development of a label graphic to show consumers how many hours a product will repel mosquitoes and ticks. Understanding that this would be a significant change in the market, I led outreach to industry to get input and identify barriers. I directed consultations with federal partners, such as with the Food and Drug

Administration (FDA) to discuss the comparable Sun Protection Factor (SPF) label graphic.

- To augment the skills and expertise in my branch, I led the procurement of a contractor with experience in government marketing efforts to design mock logo options. I led my staff to conduct consumer surveys and carry out focus groups to explore options and demonstrate the benefits of a graphic to the public.
- The repellent website was launched in 2009 and persists today as a tool to help people choose the right repellent product. Now, there is transparency in this important data collected by the agency. For this, I was recognized by an *OPP Communications Honor Award* for advancing public health protection through effective risk communication.
- In 2014, EPA introduced a graphic for insect repellent product labels to show consumers how many hours a product will work against insects. Based on the foundational effort I led, the graphic now enables consumers to make informed decisions to protect their health and that of their children from serious illnesses caused by mosquitoes and ticks.

Business Acumen

As Deputy Director of the Antimicrobials Division, in the Office of Pesticide Programs, I co-lead and manage a program with a total budget of less than \$1M and 60 FTE. Soon after becoming Deputy Director, I was informed that we would have significant unspent contract funds over multiple contracts. Furthermore, the division planned to initiate the solicitation process for new contracts to replace those nearing close out. I immediately questioned the budget system in place at the division. I took the following actions:

- Concerned about the significant overhead involved in managing contracts, particularly given the relatively low estimated total need for the division, I looked for opportunities to buy into contracts managed by other divisions with greater total needs.
- I overcame resistance from both my administrative staff and the other divisions and managed, over the course of the next couple years, to close out every divisional contract and maintain necessary work coverage through these buy-ins.
- I created a new process for budget planning. I insisted that branch chiefs have responsibility for their budgets, which had previously not been under their purview. This had created a disconnect between needs estimates and actual expenditures, resulting in incentives for unnecessary spending and excessive carryovers.
- I directed my administrative staff to create a new division budget tracking system so that all staff involved in contract work could have access to up-to-date information on allocations and expenditures and make adjustments accordingly.
- Cooperation with other divisions on contract vehicles led to a collaborative budget process at the office level. I partnered with peers to design a decision making tool for evaluating contract funding requests based on consensus prioritization criteria.
- Establishing a decision tool for office wide funding decisions enabled us to be more resilient and to collaboratively respond to recent mid-year budget cuts and realign priorities and allocations accordingly.

- Consolidating contracts across the office saved my division valuable personnel resources reducing administrative FTE needs by 25%.
- After implementation of the new divisional budget planning process and tracking system the divisional contract expenditures were cut in half with no impact on our ability to meet program priorities.

Building Coalitions

In August 2014, just prior to my tenure as Acting SES Director of the Antimicrobials Division, the World Health Organization (WHO) declared Ebola virus to be an international public health emergency. When Ebola reached the U.S. a short time later, there was an immediate need to communicate environmental control strategies to prevent its spread. However, no EPA registered products had been tested against Ebola. EPA was flooded with inquiries from hospitals and the general public asking which products to use. Industry was anxious for guidance on how to communicate the efficacy of their products. I led a collaborative, time sensitive effort on the use of registered disinfectants to address Ebola contamination.

- Our first priority was to determine what type of disinfectants would be effective against Ebola. I led my staff to initiate daily calls with the Centers for Disease Control and Prevention (CDC) to ensure their guidance would be consistent with EPA registration standards and to determine scientific criteria on the type of disinfectants to use. Quick development of these criteria resulted in timely CDC guidance with the specificity necessary for hospitals to select the appropriate EPA registered products.
- In coordination with multiple EPA offices, I created a new process to allow industry communications with their healthcare customers without risk of running afoul of product labeling laws. This was designed to remove EPA as an intermediary while maintaining government control over the critical public health information delivered.
- I led my staff to implement the new process in two stages. First, in consultation with enforcement staff we verbally advised companies on how to refer to their products. Next, in collaboration with CDC, I led staff to develop written guidance to industry on how to disseminate product information, based on CDC communications.
- Throughout the process, I directed staff to coordinate across the agency with internal partners such as the Offices of Emergency Management and Homeland Security to ensure consistent agency messaging on Ebola.
- At the same time, in response to many inquiries from hospitals and the public, I initiated a partnership with industry to develop a list of effective products. Previous attempts to disseminate such lists had been cumbersome, relying on EPA staff to generate lists of limited information and utility. Recognizing the need for better and timely information, I created a new methodology relying on a collaboration with industry rather than EPA working in isolation.
- In just a few weeks the team examined hundreds of products, conducted quality assurance reviews and created a publicly available list of products in the marketplace. The high quality of the list was confirmed by an Inspector General audit.

- My leadership in collaborating across the agency, the federal government and with industry resulted in timely, useful and accurate information for health care providers and the public on which EPA registered disinfectants were capable of inactivating the Ebola virus.
- Ultimately, the new process I created became the foundation for a broader program policy issued in 2016 on industry communications related to emerging pathogens that relies on the collaborative partnership with CDC we established during the Ebola incident.
- The guidance to industry and the informative list of products in the marketplace allowed information to freely flow to the healthcare workers that needed it most. This was all accomplished within weeks; creating confidence and trust that the federal government was prepared. I am a member of the EPA team recognized by a *Gold medal for Exceptional Service* for protecting public health and the environment during recent Ebola incidents in the U.S.

OTHER POSITIONS HELD

- Team Leader, Stage 2 Disinfection Byproducts Rule Team, Office of Water 1999 – 2001
- Team Member, Stage 1 Disinfection Byproducts and Arsenic Rule Teams, Office of Water 1997 – 2000

SELECTED EPA HONORS

USEPA Gold Medal for Exceptional Service
USEPA Silver Medal for Superior Service
USEPA Award for Excellence in Management
USEPA Science Achievement Award for Health Sciences
Level II Scientific and Technological Achievement Award
OPP, ORD, and OW Bronze Medals for Commendable Service
OPP Honor Awards

EDUCATION AND SPECIALIZED TRAINING

- Ph.D., Chemistry 1997
- Bachelor of Science, Chemistry 1991
- Certificate in Science, Technology, and Public Policy 1996
- Leadership for a Democratic Society 2006
- The Science of Leadership & the Art of Gaining Followers
- Situational Frontline Leadership
- Health, Safety & the Environment: Risk Analysis
- Power Thinking for Leaders
- Coaching Skills for Federal Executives
- Quantitative Methods/Environmental Statistics